


THE IMPACT OF FEMALE LEADERSHIP STYLE ON TEAM CREATIVITY IN RISING ENGLISH EDUCATION GROUP IN CHINA

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 22 May 2023</p> <p>Accepted 16 August 2023</p>	<p>Purpose: Corporate innovation might be slowed by team creativity and other factors. When a company's team creativity is low, innovation suffers, impacting its market competitiveness and technological advancement. Low-creativity teams make more mistakes, slowing down the project and making it more difficult to achieve its goals. Teams who do not innovate will not be able to expand or compete. The impact of female entrepreneurs' leadership styles on team innovation has not been researched in China's education administration. This study will look at how the leadership styles of successful female business owners promote innovative teamwork.</p>
<p>Keywords:</p> <p>Female Leadership Style; Team Creativity; English Education Group; China.</p>	<p>Theoretical framework: This study developed a theoretical model based on the constitutive theory of creativity, with transformational leadership, empowering leadership, authoritative leadership, and participative leadership as independent variables, entrepreneurial team creativity as the dependent variable, team psychological empowerment as the mediating variable, and the nature of the company's business as the moderating variable.</p>
	<p>Methodology: This research looks at how strong female leaders help Rise English Educational Organization. This study looks at how different female leadership styles affect group morale, effectiveness, and innovation.</p> <p>Research, Practical & Social implications: Through a review of existing literature and similar studies, this chapter outlines the theoretical model and related hypotheses of this study and provides a more specific direction for the accompanying empirical investigation. Female team leaders frequently place a high importance on effective communication and collaboration. They promote open dialogue, paying attention, and making valuable comments. These modes of communication make it easier for people to share ideas and collaborate, which is beneficial to team innovation. When their manager is a woman, team members who feel mentally encouraged are more inclined to think imaginatively, take the initiative, and help solve difficulties.</p> <p>Originality/value: This beneficial relationship between a woman's leadership style and the psychological freedom of the team can encourage team members to be more creative and imaginative. Team psychological strength can help explain the connection between how a woman leads and how creative her team is, but it is not the sole factor influencing team creativity. The objective of the business, the people on the team, and the tools available can all have an impact on team creativity.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i9.3237</p>

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O IMPACTO DO ESTILO DE LIDERANÇA FEMININA NA CRIATIVIDADE DA EQUIPE NO CRESCENTE GRUPO DE EDUCAÇÃO EM INGLÊS NA CHINA

RESUMO

Propósito: a inovação corporativa pode ser retardada pela criatividade da equipe e outros fatores. Quando a criatividade da equipe de uma empresa é baixa, a inovação é prejudicada, impactando sua competitividade no mercado e avanço tecnológico. Equipes de baixa criatividade cometem mais erros, tornando o projeto mais lento e mais difícil de alcançar seus objetivos. As equipes que não inovarem não poderão expandir ou competir. O impacto dos estilos de liderança das empresárias na inovação em equipe não foi pesquisado na administração de educação da China. Este estudo analisará como os estilos de liderança de empresárias bem-sucedidas promovem o trabalho em equipe inovador.

Estrutura teórica: Este estudo desenvolveu um modelo teórico baseado na teoria constitutiva da criatividade, com liderança transformacional, capacitação da liderança, liderança autoritária e liderança participativa como variáveis independentes, criatividade da equipe empreendedora como variável dependente, capacitação psicológica da equipe como variável mediadora e a natureza dos negócios da empresa como variável moderadora.

Metodologia: Esta pesquisa analisa como líderes femininas fortes ajudam a Ascendir a Organização Educacional Inglesa. Este estudo analisa como os diferentes estilos de liderança feminina afetam o moral do grupo, a eficácia e a inovação.

Pesquisa, implicações práticas e sociais: Através de uma revisão da literatura existente e estudos semelhantes, este capítulo descreve o modelo teórico e as hipóteses relacionadas deste estudo e fornece uma direção mais específica para a investigação empírica que o acompanha. As líderes femininas de equipe frequentemente dão alta importância à comunicação e à colaboração eficazes. Eles promovem o diálogo aberto, prestando atenção e fazendo comentários valiosos. Esses modos de comunicação facilitam o compartilhamento de ideias e a colaboração, o que é benéfico para a inovação em equipe. Quando seu gerente é uma mulher, os membros da equipe que se sentem mentalmente encorajados estão mais inclinados a pensar imaginativamente, tomar a iniciativa e ajudar a resolver dificuldades.

Originalidade/valor: Esta relação benéfica entre o estilo de liderança de uma mulher e a liberdade psicológica da equipe pode incentivar os membros da equipe a serem mais criativos e imaginativos. A força psicológica da equipe pode ajudar a explicar a conexão entre como uma mulher lidera e como sua equipe é criativa, mas não é o único fator que influencia a criatividade da equipe. O objetivo do negócio, as pessoas na equipe e as ferramentas disponíveis podem ter um impacto na criatividade da equipe.

Palavras-chave: Estilo de Liderança Feminino, Criatividade da Equipe, Grupo de Educação em Inglês, China.

EL IMPACTO DEL ESTILO DE LIDERAZGO FEMENINO EN LA CREATIVIDAD DEL EQUIPO EN EL GRUPO DE EDUCACIÓN EN INGLÉS EN ASCENSO EN CHINA

RESUMEN

Propósito: La innovación corporativa podría verse ralentizada por la creatividad del equipo y otros factores. Cuando la creatividad del equipo de una empresa es baja, la innovación se ve afectada, lo que repercute en su competitividad en el mercado y su avance tecnológico. Los equipos poco creativos cometen más errores, lo que ralentiza el proyecto y dificulta la consecución de sus objetivos. Los equipos que no innovan no podrán expandirse ni competir. El impacto de los estilos de liderazgo de las empresarias en la innovación de los equipos no se ha investigado en la administración educativa de China. Este estudio analizará cómo los estilos de liderazgo de mujeres empresarias exitosas promueven el trabajo en equipo innovador.

Marco teórico: Este estudio desarrolló un modelo teórico basado en la teoría constitutiva de la creatividad, con el liderazgo transformacional, el liderazgo empoderador, el liderazgo autoritario y el liderazgo participativo como variables independientes, la creatividad del equipo emprendedor como variable dependiente, el empoderamiento psicológico del equipo como variable mediadora y la naturaleza del negocio de la empresa como variable moderadora.

Metodología: Esta investigación analiza cómo las líderes femininas fuertes ayudan a la organización educativa Rise English. Este estudio analiza cómo los diferentes estilos de liderazgo femenino afectan la moral grupal, la efectividad y la innovación.

Investigación, implicaciones prácticas y sociales: A través de una revisión de la literatura existente y estudios similares, este capítulo esboza el modelo teórico y las hipótesis relacionadas de este estudio y proporciona una dirección más específica para la investigación empírica que lo acompaña. Las mujeres líderes de equipo con frecuencia otorgan gran importancia a la comunicación y la colaboración efectivas. Promueven el diálogo abierto, prestan atención y hacen comentarios valiosos. Estos modos de comunicación facilitan que las personas compartan ideas y colaboren, lo que es beneficioso para la innovación en equipo. Cuando su gerente es una mujer, los

miembros del equipo que se sienten mentalmente alentados están más inclinados a pensar imaginativamente, tomar la iniciativa y ayudar a resolver las dificultades.

Originalidad/valor: Esta relación beneficiosa entre el estilo de liderazgo de una mujer y la libertad psicológica del equipo puede animar a los miembros del equipo a ser más creativos e imaginativos. La fuerza psicológica del equipo puede ayudar a explicar la conexión entre cómo una mujer lidera y lo creativo que es su equipo, pero no es el único factor que influye en la creatividad del equipo. El objetivo del negocio, las personas en el equipo y las herramientas disponibles pueden tener un impacto en la creatividad del equipo.

Palabras clave: Estilo de Liderazgo Femenino, Creatividad del Equipo, English Education Group, China.

INTRODUCTION

Academics have recently studied female corporate executives' leadership styles and team innovation. Fayzieva and Ganieva (2021) found that female entrepreneurs' more focused and collaborative leadership style inspires team members' inventiveness. Female entrepreneurs' leadership styles emphasize staff skill development, which can inspire innovation, according to Laily et al. (2020). Female entrepreneurs manage subordinates more communicatively, collaboratively, and supportively, according to Stout-Rostron (2020). Female entrepreneurs use more direct, immediate, and successful leadership tactics that emphasize incentive and mentoring. Suurna & Leibbrandt (2021) discovered that communicative, timely, and effective leadership styles improve organizational performance and growth. Female entrepreneurs' personal, responsive, and motivational leadership style encourages creativity in their teams, according to Kobayashi and Horimoto (2021). Rao (2021) found that teams like and encourage women corporate leaders, which can inspire innovation. Company growth and success depend on team innovation. Long-term growth requires team members to think creatively together. New products and services, wider markets, and expansion are possible (Spoon et al., 2021). Team innovation can increase an organization's competitiveness. This can help organizations track market trends, adjust to changing conditions, and seize new possibilities. Xie et al. (2021) discovered that organizations gain from enhanced team creativity because it increases teamwork ability, inspires innovative zeal, strengthens team cohesion, fosters constructive interaction, boosts productivity, and maximizes the team's potential. Company success depends on team innovation. Thus, the team's unoriginality harms the firm.

Team creativity and other factors can slow corporate innovation. When team creativity is low, innovation in a company lags, affecting its market competitiveness and technology development. Heldal found that low-creativity teams make more mistakes, slowing the project and making it tougher to attain its goals. Teams who don't innovate won't grow or compete. Chen & Liu (2020) found that developing an organization's innovation strategy can boost

growth, but a lack of team creativity can inhibit it. Reiter-Palmon & Paulus (2019) found that severe creative deficits can stifle an organization's innovation and development. Lack of team creativity can hurt a company's growth and long-term viability through poor knowledge management. According to Sacramento et al. (2019), a lack of innovative thinking in the workplace may impair teamwork and cause tension among employees. Lack of team creativity reduces employee sharing and support, which can hurt an organization's success.

Female team leaders and innovation have been extensively studied. Subramaniam et al. (2021) found that female leaders innovate teams differently than male leaders. According to the research, female leaders are better at questioning the status quo and fostering innovation in their teams. Xie et al. (2021) found that female leaders had a more relaxed management style and were more sensitive to their coworkers' emotional needs, which increased team creativity. Despite their findings on female entrepreneurs' leadership styles and team innovation, the research is limited. First, the list above favors qualitative investigations. Second, women business owners' leadership styles and team creativity are rarely studied. Finally, female entrepreneurs' effects on team creativity are poorly studied. Female entrepreneurs' leadership style on team creativity has not been studied in China's education administration. This study will examine how successful women business owners' leadership styles inspire innovative teamwork. This study examines how strong female leaders improve Rise English Educational Organization. This study investigates how different styles of female leadership affect group morale, effectiveness, and innovation.

LITERATURE REVIEW

Female Entrepreneurs

Price-Dowd (2020) examines how female entrepreneurs affect the global economy as women become more influential leaders. This survey concluded that female entrepreneurs are redefining business creativity, innovation, and competitiveness compared to men entrepreneurs. By better using resources and changing the competitive landscape, these female entrepreneurs are growing enterprises, creating jobs, and improving social circumstances. Women entrepreneurs boost entrepreneurial investment, business policies, business growth, and creativity. Armstrong & Qi (2020) conduct a systematic review of female entrepreneurs' socioeconomic impact. Female entrepreneurs improve social, financial, and economic situations through technical innovation, resource development, and investment opportunities. The essay also examines the opportunities and challenges of women entrepreneurs in social

development and policy initiatives to empower women leaders. The essay concludes that global policymakers must advise and assist women leaders as their role in socio-economic development grows. Hashmi, (2019) reviews women leaders' research. As the global economy grows, women leaders will support sustainable development. The essay discusses how female CEOs can improve firm competitiveness and boost economic success. The essay also discusses social, cultural, and policy variables that affect women leaders and critical measures to motivate them. In conclusion, women leaders boost business growth and societal well-being.

Collins, (2020) reviews women leaders' literature. Women leaders are changing company development, creativity, competitiveness, and social conditions, according to the article. The essay examines social, cultural, policy, and organizational aspects that shape women leaders. Women leaders are redefining business development and improving socio-economic conditions, but effective policies are needed to maximize their potential. Rao, (2021) concluded that female-led enterprises perform better on financial revenue, profits growth rate, profitability, market share, and return on investment. Female CEOs focus more on company management and customer happiness; therefore, their organizations perform better. Kobayashi & Horimoto (2021) examined how female CEOs affect corporate performance. Female executives improve financial performance, asset utilization, and innovative strategy, according to the report. Female-led enterprises also had higher returns on assets, equity, and profitability than non-female-led firms. The study suggests women executives need more support to do better.

Fayzieva & Ganieva (2021) explored how female entrepreneurship affects business performance. The study of more than 50 SMEs indicated that organizations with female leaders were more efficient, resourceful, and innovative. The study also indicated that female leaders improve SME profitability. To increase corporate effectiveness, female leaders should be given more emphasis. Stout-Rostron (2020) examined the performance of over 100 organizations with female management teams. The study indicated that organizations with female-led management teams were more efficient, resourceful, and successful. To increase corporate effectiveness, female leaders should be given more emphasis. Suurna & Leibbrandt (2021) evaluated corporate social performance (CSP) and female entrepreneurship. The study examined how female leaders affect CSP. The study indicated that female leaders improved CSP performance. The study found that female-led enterprises were more inclined to donate and participate in community activities. To boost corporate social responsibility, female entrepreneurship must be encouraged.

Team Creativity

Zhao et al. (2021) reviewed team creativity and innovation. The researcher discovered that good communication, trust, clarity of team boundaries, team design, open atmosphere, diversity, participant acknowledgement of invention, and innovation results all contribute to team creativity. The study found that team creativity increases when each team member is creative, and the team environment fosters creative thinking. Subramaniam et al. (2021) reviewed team creativity elements. Researchers concluded that creativity and innovation are key to team performance. The findings imply that developing team creativity requires a strengths-based workplace with healthy communication, trust, integration into the culture, clear goals, and individual innovation. In this research review by Xie et al. (2021), team creativity is driven by diversity and knowledge transfer outside the company. Team communication, role clarity, and cultural integration drive innovation and creativity. Researchers say teams need a favorable climate that encourages diversity, effective communication, and role-players to innovate. Spoon et al. (2021) explored how organizational structure, environment, and leadership affect innovation. Structure helps team members understand their roles, goals, and tasks, which influences innovation behavior, according to the study. Due to its flexibility and openness, the workplace can also foster innovation. Finally, active leadership, motivation, and attention can affect team innovation.

Leader Leadership Style

Kassai (2022) examined leadership style and entrepreneurial task completion. It was found that innovation-driven leadership style, organizational development leadership style, and socially supportive leadership style improve the leader's ability to complete the task, while controlling leadership style may cause the leader to lose innovation, which may hinder entrepreneurial tasks. Vromen (2021) examined how leadership style affects entrepreneurship. The findings imply that aggressive leaders can stimulate entrepreneurial efforts, while passive leaders may restrict them. A leader's leadership style can motivate or demotivate them. Baltazar & Franco (2023) examined leadership style and entrepreneurial success. The study found that focused leaders can build institutionalized organizational structures and achieve innovation on the ground, while controlling leaders can better allocate resources and achieve their goals. For entrepreneurial success, leaders must also be socially supportive and innovative.

Rauf (2020) examined how leadership styles affect entrepreneurial teams. It was found that a leader can effectively stimulate team members' cooperation and improve the team's

overall capability by adopting a socially supportive leadership style, a controlling leadership style, or an innovation-driven leadership style. Petrylaite & Robson (2022) examined how leadership styles affect corporate development. The study found that a socially supportive leadership style can help leaders build teamwork and improve communication and collaboration, an innovation-driven leadership style can inspire leaders to innovate and help the firm achieve sustainable development, and a controlling leadership style can improve operational efficiency but may dissatisfy team members. Stanley (2022) says a leader's style can affect a company's operations and future. Their research reveals that a leader's basic business leadership style can affect the firm's culture and performance. Leaders excel in many areas, including marketing and technology, which can boost a corporation. Their research indicated that leaders' leadership styles positively affect firm performance and that different leadership styles produce diverse results.

Kang et al. (2021) found that a leader's style affects the firm's trend. Leaders' styles can impact a company's success, innovation, and growth. Leadership style can affect a firm's value generation, which can affect future growth. Their study also indicated that different leadership styles yield varying performance outcomes, therefore leaders should tailor their style to the firm's demands. According to Adunola (2022), CEOs' leadership styles affect corporate performance and decision-making. Their study demonstrates that leaders' leadership style can influence the firm's decision-making process since leaders have the most power and can control and influence decision quality. Their study indicated that company culture and future trends affect performance results for distinct leadership types. Barbazzeni (2022), a leader's style affects company trends. The study found that a leader's style affects the company's strategy and performance. They concluded that a startup's future success depends on the leader's leadership style. Verma & Kumar (2021) found that the leader's style affects the firm's innovation and social responsibility. Depending on the company's culture and future development needs, a leader's leadership style can affect innovation and social responsibility. Their study indicated that CEOs' leadership styles affect a firm's innovativeness, which increases competitiveness and social responsibility.

Psychological Empowerment of Team

Subramaniam et al., (2021) investigated how psychological empowerment affects team performance. Psychological empowerment increases team innovation, cohesion, achievement, and openness to new ideas. Thus, psychological empowerment may improve team performance.

Jha, (2019) found that psychological empowerment promotes team performance. The study indicated that psychological empowerment works better when team tasks are interdependent. Psychological empowerment improved team performance as team size increased. Thus, psychological empowerment is crucial when activities are interdependent and team size is considerable. Zhu et al. (2019) examined how psychological empowerment influences workers' opinions. Psychological empowerment significantly affected work attitudes, while team trust and effectiveness attenuated this effect. Psychological empowerment also had a greater impact on work attitudes when team trust and effectiveness were higher. Thus, team trust and efficacy can improve employees' work attitudes through improving psychological empowerment.

Lin (2019) investigated psychological empowerment in Chinese organizations. Team climate, performance, job happiness, and cohesion all positively impacted psychological empowerment, according to the study. Psychological empowerment also improved team performance, and this negative relationship strengthened. Thus, boosting team climate, performance, job happiness, and cohesion can increase team psychological empowerment and performance. Gupta et al. (2022) investigated how psychological empowerment affects team performance. Psychological empowerment increased team effectiveness in 30 situations. Psychological empowerment also had a greater effect on team effectiveness when task complexity was lower. Thus, psychological empowerment can considerably boost team effectiveness, especially when duties are simpler. Hassard et al. (2022) found that psychological empowerment of teams boosts innovative thinking, self-management, and accountability in organizational members. Psychological empowerment improves team and organizational performance, which boosts organizational competitiveness. Thus, enhancing the psychologically empowering environment helps the team recover and retain organizational competitiveness.

Theoretical Review

Psychological theory Amabile's component theory of creativity outlines how creativity's components interact. Harvard Business School professor Teresa Amabile created the hypothesis from her study on innovation in numerous fields. The theory states that motivation, domain-related abilities, creative thinking skills, and environmental support combine to produce creative outcomes (Kang et al., 2021). According to Amabile's theory, those who are highly motivated are more creative and innovative (Kang et al., 2021). A person motivated to create a new product may be more creative than one who is not. Domain-related talents are a

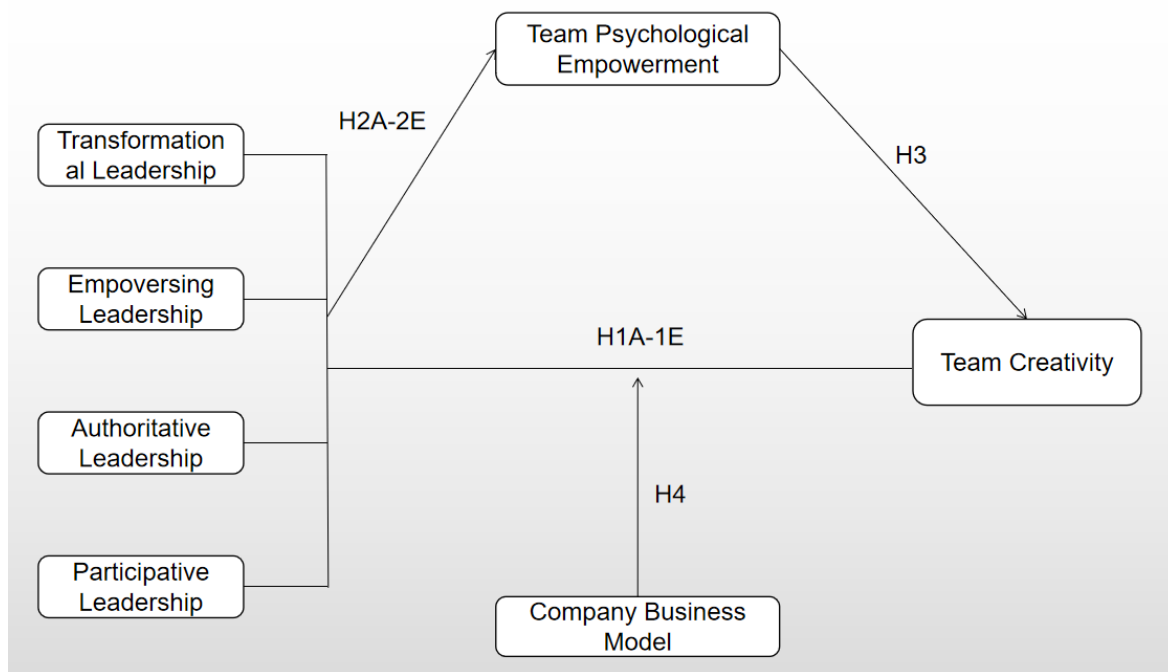
person's ability to use task-related knowledge, skills, and experience. An engineer designing a new machine may need to be innovative. An artist may use their art expertise and experience to produce innovative ideas. Creative thinking talents allow someone to think creatively. Brainstorming, problem-solving, and creative problem-solving are examples. Creative thinkers can generate more ideas. Environment encourages creativity. This includes resources, support from coworkers and supervisors, and the opportunity to test new ideas (Lin, 2019).

According to Amabile's idea, all four components must function together to be creative. Creative solutions require competence. Even smart people need creativity to solve problems. Expertise and creativity are less likely to be used without intrinsic motivation. Numerous studies show that these four components are crucial to creative thinking and problem solving. Many studies have indicated that experts, creative thinkers, and intrinsically motivated people are more likely to come up with inventive solutions. Many creative people and organizations use Amabile's Elements of Creativity hypothesis to explain their processes. The theory has improved our understanding of creativity and how to encourage it in individuals and organizations (Price-Dowd, 2020). Thus, Amabile's constitutive theory of creativity has changed how creativity is understood, investigated, and implemented (Price-Dowd, 2020). Amabile's component theory of creativity helps explain creativity's interactions. Understanding the factors that affect creativity helps create a more creative atmosphere. Innovation and creativity will result.

RESEARCH METHODOLOGY

This study developed a theoretical model based on the constitutive theory of creativity, where the independent variable contains transformational leadership, empowering leadership, authoritative leadership, and participative leadership, the dependent variable is entrepreneurial team creativity, the mediating variable is team psychological empowerment, and the moderating variable is the nature of the company's business. This chapter presents the theoretical model and related hypotheses of this study through a review of existing literature and related studies and provides a more specific direction for the ensuing empirical analysis.

Figure 1: Conceptual Framework.



Source: Authors Literature Compilation.

Research Hypotheses:

H1A: There is significant positive impact of female leadership style on team creativity.

H1B: There is a significant positive impact of transformational leadership style on team creativity.

H1C: There is a significant positive impact of empowering leadership style on team creativity.

H1D: There is a significant positive impact of authoritative leadership style on team creativity.

H1E: There is a significant positive impact of participative leadership style on team creativity.

H2A: Leadership style of female leaders showed a positive relationship with psychological empowerment of the team.

H2B: There is a positive correlation between transformational leadership style and psychological empowerment of the team.

H2C: There is a positive correlation between empowering leadership style and psychological empowerment of the team.

H2D: There is a positive correlation between authoritative leadership style and psychological empowerment of the team.

H2E: There is a positive correlation between participative leadership style and psychological empowerment of the team.

H3: Team psychological empowerment shows a positive relationship with entrepreneurial team creativity.

H4: The model of company operations moderates the positive relationship between female leadership style and team creativity.

H5: Team psychological empowerment mediates the positive relationship between female leadership style and team creativity.

Quantitative methods are best for collecting attitudes and intents. In this study, the questionnaire design was based on two principles: first, to utilize scales that are widely acknowledged by the academic community and compelling, and second, to meet the topic and research context. It should be carefully updated if its claims do not accurately convey the research substance. Pre-research ensures that all question statements are clear, reflect the subjects' genuine psychological level, and fulfill the study's needs. The survey targeted Rise English leaders and workers in Beijing, China. The questionnaire will examine how female leadership styles affect Beijing Rising Star English team innovation. This study will use questionnaires for quantitative research sample collection. To effectively study team creativity and female leadership styles, carefully and comprehensively collect data. Comrey and Lee (1992) recommended 248 responders for population representation. Descriptive analysis in data analysis helps analysts understand the data and form hypotheses and make decisions.

FINDINGS

Table 1: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
AUHTORITATIVE LEADERSHIPS	0.957	0.958	0.967	0.652
EMPOWERING LEADERSHIP	0.963	0.963	0.971	0.670
PARTICIPATIVE LEADERHSIP	0.936	0.942	0.951	0.695
TEAM CREATIVITY	0.957	0.957	0.966	0.652
TEAM PSYCHOLOGICAL EMPOWERMENT	0.966	0.966	0.974	0.682
TRANSFORMATION AT LEADERSHIP	0.947	0.948	0.960	0.626

Source: Authors Data

During the evaluation of the validity and reliability of this research, internal consistency was assessed using three measures: Composite Reliability (CR), Cronbach's alpha (CA), and Average Variance Extracted (AVE) score. The reliability of each item is assessed using three indicators. Regarding each potential variable, it is necessary for the composite reliability to exceed 0.70, as suggested by Fornell and Larcker (1981). Similarly, the Cronbach's alpha (CA) value should also surpass 0.70, as recommended by Fornell and Larcker (1981) and Nunnally and Bernstein (1994). Additionally, the Average Variance Extracted (AVE) should be above 0.50, as proposed by Fornell and Larcker (1981). According to the data presented in Table 1, the reported values for the coefficient of reliability (CR) ranged from 0.960 to 0.974, all of which exceeded the threshold of 0.70. In the context of CA, the findings depicted in Table 1 demonstrate a range of scores from 0.947 to 0.966. In conclusion, the results obtained for AVE indicate a range of 0.626 to 0.695, thereby satisfying the stipulated criteria.

Table 2: Discriminant Validity

	Authoritative Leaderships	Empowering Leadership	Participative Leadership	Team Creativity	Team Psychological Empowerment	Transformational Leadership
Authoritative Leaderships	0.723					
Empowering Leadership	0.744	0.733				
Participative Leadership	0.714	0.886	0.791			
Team Creativity	0.869	0.704	0.786	0.723		
Team Psychological Empowerment	0.724	0.703	0.710	0.832	0.739	
Transformation At Leadership	0.893	0.879	0.807	0.762	0.843	0.709

Source: Authors Data

Discriminant validity refers to the ability of a collection of items to effectively differentiate one variable from others. Table 2 presents the findings that none of the correlations between concepts surpassed the established threshold of 0.924, as determined by Hu and Bentler (1999). Based on the findings of this study, the discriminant validity ranges from 0.723 to 0.791. In general, the measurement model demonstrated a high level of discriminant validity. Henseler et al. (2015) argue that the assessment of discriminant validity requires the evaluation of the correlations' Heterotrait-Monotrait ratio (HTMT). The HTMT values are required to fall within the range of 0.85 to 1. The items falling within the range of 0.822 to 0.882 demonstrate the validation of discriminant validity and establish the reliability of the model for subsequent analysis, as depicted in Table 3.

Table 3: Heterotrait-Monotrait Ratio (HTMT)

	AUHTORITATIVE LEADERSHIP	EMPOWERING LEADERSHIP	PARTICIPATIVE LEADERSHIP	TEAM CREATIVITY	TEAM PSYCHOLOGICAL EMPOWERMENT	TRANSFORMATION AT LEADERSHIP
AUHTORITATIVE LEADERSHIP						
EMPOWERING LEADERSHIP	0.882					
PARTICIPATIVE LEADERSHIP	0.759	0.828				
TEAM CREATIVITY	0.607	0.943	0.822			
TEAM PSYCHOLOGICAL EMPOWERMENT	0.661	0.836	0.951	0.864		
TRANSFORMATION AT LEADERSHIP	0.839	0.820	0.850	0.710	0.881	

Source: Authors Data

Table 4: Direct relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics (O/Stdev)	P Values
Female Leadership Style -> Team Creativity	0.622	0.628	0.053	11.780	0.000
Transformational Leadership -> Team Creativity	0.073	0.075	0.033	2.212	0.027
Empowering Leadership -> Team Creativity	0.147	0.152	0.064	2.295	0.022
Authoritative Leaderships -> Team Creativity	0.290	0.286	0.074	3.917	0.000
Participative Leadership -> Team Creativity	0.312	0.310	0.054	5.769	0.000
Female Leadership Style -> Team Psychological Empowerment	0.317	0.325	0.089	3.576	0.000
Transformation At Leadership -> Team Psychological Empowerment	0.073	0.075	0.037	1.997	0.046
Empowering Leadership -> Team Creativity	0.147	0.152	0.064	2.295	0.022
Authoritative leaderships->Team Psychological Empowerment	0.349	0.346	0.087	4.025	0.000
Participative Leadership -> Team Creativity	0.312	0.310	0.054	5.769	0.000
Team Psychological Empowerment -> Team Creativity	0.832	0.830	0.030	7.579	0.000

Source: Authors Data

According to the findings presented in Table 4, the results for hypothesis 1A indicate a statistically significant positive effect of female leadership style on team creativity. This relationship is supported by a significant score ($\beta = 0.622$, $t = 11.780$, $p < 0.05$). The findings for hypothesis 1B indicate a statistically significant association between transformational leadership and team creativity, as evidenced by the regression coefficient ($\beta = 0.073$, $t = 2.212$, $p < 0.05$). Hypothesis 1C demonstrates a statistically significant association between the empowering leadership style and team creativity, as evidenced by the obtained score ($\beta = 0.147$, $t = 2.295$, $p < 0.05$). The findings for hypothesis 1D indicate a statistically significant relationship between the score ($\beta = 0.290$, $t = 3.917$, $p < 0.05$) and suggest that there is a positive association between authoritative leadership style and team creativity. Hypothesis 1E posited that there exists a substantial positive influence of the participative leadership style on the creative output of teams. The findings indicate that hypotheses 1E yield a statistically significant outcome, as evidenced by the score ($\beta = 0.312$, $t = 5.769$, $p < 0.05$).

Hypothesis 2A demonstrates a statistically significant association, indicating that there is a positive correlation between female leadership style and the psychological empowerment of the team. The regression coefficient ($\beta = 0.317$), t-value ($t = 3.576$), and p-value ($p < 0.05$) support this finding. Hypotheses 2AB posit that a positive correlation exists between the transformational leadership style and the psychological empowerment of the team. The findings indicate that there is a statistically significant relationship between hypothesis 2AB and the score ($\beta = 0.073$, $t = 1.997$, $p < 0.05$). Hypotheses 2C posited that a positive correlation exists between the empowering leadership style and the psychological empowerment of the team. The results of Hypotheses 2C indicate a statistically significant association with the score ($\beta = 1.47$, $t = 2.295$, $p < 0.05$). The results of the study indicate that there is a significant positive correlation ($\beta = 0.349$, $t = 4.025$, $p < 0.05$) between the authoritative leadership style and the psychological empowerment of the team, as suggested by hypotheses 2D. Hypothesis 2E posits that there exists a positive correlation between the utilization of a participative leadership style and the psychological empowerment experienced by the team. The findings of the study demonstrate a statistically significant relationship between these variables, as indicated by the regression coefficient ($\beta = 0.312$), t-value ($t = 5.769$), and p-value ($p < 0.05$). Finally, in terms of a direct relationship, Hypotheses 3 posit that there is a positive association between team psychological empowerment and entrepreneurial team creativity. According to the findings displayed in Table 4, it can be observed that there is a statistically significant association between hypotheses 3 and the score ($\beta = 0.832$, $t = 7.579$, $p < 0.05$).

Table 5: Moderating effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
FEMALE LEADERSHIP STYLE*COMPANY BUSINESS MODEL ->TEAM CREATIVITY	0.054	0.053	0.016	3.452	0.001

Source: Authors Data

Hypotheses 4 posit that the influence of female leadership style on team creativity is contingent upon the moderating effect of company operations. According to the findings displayed in Table 5, the business model of the company demonstrates a positive moderating effect on the association between the leadership style of females and the level of creativity exhibited by teams. This effect is indicated by a score of $\beta = 0.054$, $t = 3.452$, $p < 0.05$.

Table 6: Mediating effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
FEMALE LEADERSHIP STYLE -> TEAM PSYCHOLOGICAL EMPOWEREMENT -> TEAM CREATIVITY	0.290	0.286	0.074	3.917	0.000

Source: Authors Data

Hypothesis 5 posits that the relationship between female leadership style and team creativity is mediated by team psychological empowerment. Hypothesis 5 demonstrates a statistically significant positive mediation effect of team psychological with the score ($\beta = 0.290$, $t = 3.917$, $p < 0.05$).

DISCUSSION

Several variables, such as the particular setting, team dynamics, and individual leadership styles, might affect the impact of female leadership on team innovation. Women in leadership positions often bring a range of ideas and experiences to the table, which may boost team innovation. Their various origins, methods for addressing problems, and communication philosophies help develop a wider variety of ideas and promote creative thinking. Female leaders often exhibit inclusive leadership traits including active listening, encouraging teamwork, and respecting other viewpoints. The psychologically secure atmosphere that these inclusive practices provide allows team members to express their thoughts freely, take calculated risks, and participate in innovative conversations. Female leaders often excel at creating enduring bonds with their team members. They often prioritize open communication,

trust, and empathy, which may foster an environment that is conducive to creativity (Hashmi, 2019). Team members are more willing to express their thoughts and work together to solve problems when they feel respected and encouraged by their leader. Aspiring female employees look up to female leaders in the workplace. Team members, particularly women, may feel inspired and encouraged to follow their own creative ambitions by seeing women in leadership roles. As a result, there may be a greater range of ideas and viewpoints, which may enhance team creativity (Armstrong & Qi 2020).

According to previous research, women often display a more democratic and participatory leadership style that entails including team members in decision-making and giving them the freedom to share their opinions. A feeling of ownership and participation among team members may be fostered by this collaborative approach, increasing levels of creativity. It's crucial to remember that these impacts are generalizations, and that different people may experience them differently. Organizational culture, team dynamics, and personal leadership traits are just a few of the variables that affect how well-rounded a team is when there are more women in leadership positions. In addition, there is a correlation between the leadership style of female executives and the psychological empowerment of their employees. Psychological empowerment is the extent to which individuals experience a sense of control, competence, and significance in their work. When members of a team feel psychologically empowered, they are more likely to be engaged, motivated, and creative at work (Rao, 2021). Female leaders frequently exhibit leadership behaviors that empower their teams psychologically because female leaders are more likely to emphasize frank and transparent communication with their team members. They actively observe, provide constructive feedback, and promote communication in both directions. This form of communication encourages team members to feel heard, valued, and empowered to express their ideas and concerns. Female leaders frequently delegate decision-making authority and involve team members in decision-making processes. They empower team members to take responsibility for their work, make decisions, and contribute to the team's objectives by providing autonomy and trust. Female leaders are frequently attentive to the requirements of their team members and provide them with the resources, guidance, and support necessary for success. By providing team members with the necessary resources and support, female leaders enable them to feel competent and empowered to achieve their objectives (Collins, 2020).

There is empirical support for a correlation between psychological team empowerment and entrepreneurial team creativity. When team members feel psychologically empowered, they tend to exhibit greater levels of motivation, engagement, and confidence, which can lead to increased creativity and innovation in entrepreneurial teams (Gupta et al., 2022; Adunola, 2022). Psychological empowerment entails a sense of autonomy and competence in one's employment. When team members feel empowered, they are more likely to have a sense of autonomy and self-efficacy, believing they can generate creative ideas and take calculated risks (Zhu et al., 2019). This confidence in their abilities can inspire entrepreneurial team members to think creatively and suggest novel solutions. Psychological empowerment is related to intrinsic motivation, which is the internal urge to engage in a task because it is personally rewarding and fulfilling (Subramaniam et al., 2021). When team members feel empowered, they are more likely to find purpose, meaning, and satisfaction in their work (Subramaniam et al., 2021). Individuals who are more inclined to investigate novel ideas and take creative risks are associated with greater levels of creativity when they are intrinsically motivated. In addition, psychological empowerment of a team emphasizes collaboration, open communication, and shared decision-making (Verma & Kumar, 2021). When team members feel empowered, they are more likely to collaborate, exchange ideas, and provide each other with constructive feedback (Jha, 2019). This collaborative environment fosters creativity through the combination and refinement of ideas by encouraging the exchange of diverse perspectives (Hassard et al., 2022). Psychological empowerment encourages team members to take risks, try out new methods, and question the status quo. When members of an entrepreneurial team feel empowered and supported, they are more likely to embrace uncertainty and experiment with novel solutions (Jha, 2019). This propensity to take risks and investigate new opportunities can result in a more inventive entrepreneurial team. Female leaders are typically inclusive and appreciative of the contributions of their team members. They recognize and value diverse perspectives, skills, and ideas, thereby empowering team members to feel valued and respected. This acknowledgement reinforces a sense of competence and encourages further innovation and creativity (Subramaniam et al., 2021).

The operational paradigm of a business can moderate the positive correlation between female leadership style and team creativity. The paradigm of corporate operations refers to the organizational structure, processes, and practices that impact how work is performed within an organization (Stanley, 2022). The degree to which team members have autonomy and decision-making authority can influence the association between female leadership style and team

creativity. If the company's operations model encourages centralized decision-making and limits autonomy, female executives may be unable to empower their employees and cultivate creativity. On the other hand, if the model permits decentralized decision-making and promotes autonomy, it can provide female leaders with an environment conducive to fostering team creativity. The company's operational model's communication and collaboration practices can also influence the relationship between female leadership style and team creativity (Petrylaite & Robson, 2022). If the model promotes open communication, information sharing, and cross-team and cross-department collaboration, it can complement the inclusive and participative leadership style typically exhibited by women. This synergy can facilitate the exchange of ideas and diverse perspectives, ultimately enhancing the creativity of the team. Nonetheless, if the operations model emphasizes hierarchical communication or isolated work, it may inhibit the positive effect of female leadership on team creativity. In addition, the company's operations model impacts the allocation of resources and the level of support offered to teams. If the model prioritizes the allocation of resources for innovation, allots sufficient time for creative endeavors, and provides support mechanisms such as training and mentoring, it can strengthen the positive relationship between female leadership style and team creativity (Vromen, 2021). In contrast, if resource allocation is limited and the operations model lacks support for creativity, it may hinder the ability of female leaders to foster team creativity effectively. The company's operations model can also have an effect on its overall risk tolerance and experimentation stance. The relationship between female leadership style and team creativity can be strengthened if the model promotes risk-taking, accepts failures as learning opportunities, and encourages experimentation. Female leaders, who are known for their collaborative and inclusive styles, may be more effective at nurturing creativity in an environment that values and encourages risk-taking and experimentation (Rauf, 2020).

It is essential to acknowledge that the impact of the operations model on the relationship between female leadership style and team creativity can vary across organizations. The compatibility and alignment of the leadership style, the operations model, and the organization's culture play a crucial role in determining how these factors interact and influence team creativity (Kobayashi & Horimoto, 2021). The positive relationship between female leadership style and team creativity can be mediated by psychological empowerment of the team (Kassai, 2022). Thus, the effect of female leadership on team creativity can be partially explained by the level of psychological empowerment within the team. Female leaders frequently demonstrate inclusive, participative, and empowering leadership behaviors. These actions can cultivate a

productive environment that encourages team creativity. Female executives may promote collaboration, value diverse perspectives, offer support, and encourage team members' autonomy and decision-making. The behaviors and leadership style of female executives can contribute to the psychological empowerment of team members (Zhao et al., 2021). Psychological empowerment refers to the perceptions of an individual's control, competence, and influence at work. When team members have a sense of empowerment, they have a sense of autonomy, self-efficacy, and confidence in their ability to influence outcomes. This increases their motivation, engagement, and self-assurance to contribute to the creative process. Team psychological empowerment mediates the relationship between female leadership style and team innovation. The level of psychological empowerment within a team helps to explain the positive effect of female leadership on team creativity (Collins, 2020). When team members feel psychologically empowered, they are more likely to think creatively, take initiative, and contribute novel ideas. As team members feel empowered and motivated, they are more likely to express their creativity, generate original ideas, and engage in inventive problem-solving. The combination of inclusive leadership behaviors, psychological empowerment of the team, and the supportive environment created by female leaders increases team creativity (Hashmi, 2019).

CONCLUSION

It's important to remember, though, that the effect of female leadership on team creativity in rising English education can be affected by things like the organizational culture, the amount of support and resources available, and how open the educational system is to new ideas and creativity. Also, different women leaders have different ways of leading and different effects on how creative their teams are. Even though the benefits of a female leader's style on team creation in English classes for high school students can vary, there are a number of things to think about. Female leaders often have open and participatory leadership styles that value different points of view and encourage working together to make decisions. This approach creates an environment where team members feel free to share their ideas, have open conversations, and help with the creative process. Female educational leaders often put a lot of value on creating a helpful and caring environment for their teams. They help people take risks, keep their minds stable, and give them advice and mentoring. This can help team members feel more confident and ready to try new things, which can lead to more creative ideas. Female leaders in English education tend to focus on student-centered methods that put the needs,

innovation, and critical thought of each student first. Female leaders can get their teams to be more creative by pushing new ways to teach and asking teachers to look for new ways to get students interested. Female leaders in rising English education serve as role models and sources of motivation for their teams, especially for female teachers and educators. Seeing women in leadership roles can inspire and drive team members to come up with their own creative ideas and plans, which can help make education more innovative. Female team leaders often put a lot of value on good communication and working together. They encourage open conversation, paying attention, and giving helpful comments. These ways of communicating make it easier for people to share ideas and work together, which are all good for team innovation. Team members who feel mentally encouraged are more likely to think creatively, take the initiative, and help solve problems when their boss is a woman. This positive link between a woman's style of leadership and the psychological freedom of the team can make team members more creative and innovative. Team psychological strength can help explain the link between how a woman leads and how creative her team is, but it is not the only thing that affects team creativity. Team innovation can also be affected by things like the organization's mission, the people on the team, and the tools available.

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